

**BEFORE
THE PUBLIC SERVICE COMMISSION OF
SOUTH CAROLINA**

DOCKET NO. 2018-319-E

In the Matter of:)	
)	DIRECT TESTIMONY OF
Application of Duke Energy Carolinas, LLC)	RETHA HUNSICKER
For Adjustment in Electric Rate Schedules)	FOR DUKE ENERGY
And Tariffs)	CAROLINAS, LLC
)	

1 **I. INTRODUCTION**

2 **Q. PLEASE STATE YOUR NAME AND BUSINESS ADDRESS.**

3 A. My name is Retha Hunsicker and my business address is 400 South Tryon
4 Street, Charlotte, North Carolina.

5 **Q. BY WHOM ARE YOU EMPLOYED AND IN WHAT CAPACITY?**

6 A. I am employed by Duke Energy Business Services, LLC as Vice President,
7 Customer Connect-Solutions.

8 **Q. PLEASE SUMMARIZE YOUR EDUCATION AND PROFESSIONAL**
9 **QUALIFICATIONS.**

10 A. I hold a Bachelor of Science degree in Business Administration from Indiana
11 Wesleyan University.

12 **Q. PLEASE SUMMARIZE YOUR WORK EXPERIENCE.**

13 A. Since 1981, I have been employed by, and worked for, companies under what
14 is now Duke Energy Corporation ("Duke Energy"). I began my career with
15 Public Service Indiana, the predecessor to Duke Energy Indiana, Inc., as an
16 Accounting Assistant. Since then I have held positions with increasing levels
17 of responsibility. More recently, over the last ten years, I have held several
18 roles including Director, Business Standards and Integration and General
19 Manager, Smart Energy Systems and Processes. In 2012, I took the position
20 of Regional Director, Customer Services, leading our Midwest contact centers
21 before promoting to Vice President, Customer Contact Operations, in 2013. I
22 assumed my current role as Vice President Customer Connect-Solutions in
23 2015.

1 **Q. PLEASE BRIEFLY DESCRIBE YOUR DUTIES AS VICE PRESIDENT**
2 **CUSTOMER CONNECT-SOLUTIONS.**

3 A. I have executive management oversight for the Customer Information System
4 (“CIS”) consolidation project (known as Customer Connect), including the
5 planning, execution and deployment. This program is responsible for the
6 successful deployment of a new customer platform that will enable the
7 functional capabilities needed to meet our strategic purpose of powering the
8 lives of our customers by transforming how we serve them.

9 **Q. HAVE YOU PREVIOUSLY TESTIFIED BEFORE THIS COMMISSION**
10 **OR ANY OTHER REGULATORY BODIES?**

11 A. I have not testified before this Commission; however, I have testified for Duke
12 Energy Carolinas (“DE Carolinas” or the “Company”) and Duke Energy
13 Progress, regarding Customer Connect, in their most recent rate cases in North
14 Carolina before the North Carolina Utilities Commission in Docket Nos. E-7,
15 Sub 1146 and E-2, Sub 1142, respectively.

16 **II. PURPOSE OF TESTIMONY**

17 **Q. WHAT IS THE PURPOSE OF YOUR TESTIMONY?**

18 A. The purpose of my testimony is to discuss the CIS used by Duke Energy
19 Carolinas LLC (“DE Carolinas” or the “Company”) and explain why it is
20 necessary to convert that CIS into a modern customer service platform.

21 **Q. PLEASE SUMMARIZE YOUR TESTIMONY.**

22 A. In my testimony, I describe the Company’s ongoing plans to modernize its
23 CIS to simplify experiences for our customers and strengthen the Company

1 through modernized technology and increased efficiencies. I also discuss the
2 projected costs and the revenue requirement we are seeking in this case to
3 support this major--and necessary--technological upgrade.

4 **Q. WAS HUNSICKER EXHIBIT 1 PREPARED BY YOU OR UNDER**
5 **YOUR DIRECTION AND SUPERVISION?**

6 A. Yes, it was.

7 **III. CURRENT CUSTOMER INFORMATION SYSTEM**

8 **Q. PLEASE EXPLAIN THE PURPOSE OF A CIS.**

9 A. A CIS manages the billing, accounts receivable, and rates for the Company
10 and is the central repository for all customer information. It links the
11 consumption and metering process to payments, collections, and other
12 downstream processes including additional work order requests such as
13 service connections and disconnections, outages and trouble requests. A CIS
14 manages customer profiles and integration of data to provide a holistic view of
15 the customer and should enable expected customer capabilities.

16 **Q. PLEASE PROVIDE A GENERAL DESCRIPTION OF THE**
17 **COMPANY'S EXISTING CIS.**

18 A. The current CIS for DE Carolinas is a mainframe solution that was developed
19 beginning in 1995 and put in service in 1997. The current CIS was designed
20 as a premise-based system. That is, it was developed to communicate with the
21 meter attached to a premise, without regard to who may be consuming the
22 services provided through the meter or how they may be consuming those
23 services.

1 Although state-of-the-art twenty years ago, the current CIS was not
2 designed to efficiently support new capabilities, including personalized
3 experiences for our customers, advanced pricing structures and billing
4 options, and tools for customers to better manage their energy consumption.
5 While we have added functions and newer technologies to the legacy system
6 to try to meet business needs, the complexity of these add-ons continues to
7 increase, thereby leading to more system disruptions and longer time to
8 recover from outages. Moreover, certain functions are not compatible with
9 the current CIS as further discussed below.

10 **Q. PLEASE DESCRIBE SOME OF THE DEFICIENCIES WITH DE**
11 **CAROLINAS' CURRENT SYSTEM.**

12 A. Because of the existing design limitations with the current CIS, complex
13 billing functions must be done manually. Additionally, the system is not
14 designed to enable automated billing for customers having distributed
15 generation with net metering. Our current systems were not designed to
16 produce a credit bill, so these customers receive bills containing charges that
17 are calculated manually. These manual interventions are not desirable for a
18 variety of reasons, including inefficiency. Furthermore, as the number of
19 customers having these billing arrangements increases, there is an
20 understandable impact on the Company's ability to provide timely and
21 accurate bills. And it must be accepted that injecting manual intervention into
22 what should be an entirely automated process creates an opportunity for
23 unintended consequences.

1 Additionally, the current CIS does not enable ready access to account
2 histories that can be important in non-pay situations or when a customer is
3 seeking to relocate within the Duke Energy jurisdictions. Consequently, a
4 long-standing customer with a history of consistently paying bills on time and
5 in full could be required to pay a security deposit as a condition of receiving
6 service in a new home; a situation that could be avoided with improved access
7 to account histories.

8 The current CIS does not enable the Company to identify a customer's
9 preferred method of communication. Thus, a customer who consistently opts
10 out of the interactive voice response unit ("IVR") in order to speak directly
11 with a customer service representative must continue to go through, for them,
12 an irritating process to obtain answers or information related to their utility
13 service. Additionally, much of our customer base favors more modern
14 communication channels, where information is almost immediately available.
15 The current CIS does not enable these customers to employ their preferred
16 methods of communication.

17 **Q. CAN DE CAROLINAS SIMPLY RELY ON CONTINUED**
18 **MODIFICATIONS OF THE EXISTING CIS TO MEET FUTURE**
19 **NEEDS?**

20 **A.** No. As a practical matter, the current limitations discussed above cannot be
21 remedied with continued modifications, nor is continued investment to modify
22 an antiquated technology platform practical or sustainable. CISs, like any
23 other software solution, are subject to obsolescence, and like other technology

1 and software, upgrades must be made periodically to meet customer
2 expectations.

3 DE Carolinas' current system must be replaced to provide a more
4 stable platform, greater flexibility, ease of configuration and ability to offer
5 more advanced rates and billing structures, as well as services to customers,
6 than what is currently possible. Continued investment in an antiquated
7 technology platform is neither practical nor sustainable, and would cost
8 considerably more in the long run than replacing the system in its entirety.
9 Customer information systems, just like any other software solution,
10 periodically require replacement to deliver on capabilities required by
11 business operations, and more importantly, customers.

12 **IV. CUSTOMER CONNECT PLATFORM**

13 **Q. PLEASE DISCUSS HOW A MODERN CIS WILL BENEFIT DE**
14 **CAROLINAS CUSTOMERS.**

15 A. Through the consolidation of the old CIS into Customer Connect, DE
16 Carolinas will be able to deliver a customer experience that will simplify,
17 strengthen and advance our ability to serve our customers. Key benefits of
18 Customer Connect and associated customer experience implications include
19 the following:

- 20 • Modern, Configurable Billing Engine - With the Company's existing
21 CIS, many new rates are not practical or are very time consuming to
22 implement due to the antiquated architecture of the system and the
23 complexity of coding and testing the rates. In contrast, the modern

1 CIS will be configurable and much simpler to implement, improving
2 the Company's responsiveness to regulatory or market changes. Also,
3 many modern rate structures (e.g., net metering, time-of-use, etc.) are
4 pre-built into the system because of the software's experience being
5 leveraged in European and other markets that are far more advanced.

- 6 • Customer-Centric Data Model - As mentioned earlier, our current state
7 system was designed as a premise-based system. Customer Connect
8 will have a customer-centric data model to enable a "one customer"
9 view across Duke Energy, enabling the Company to know the
10 customer better and provide a more streamlined, personalized
11 experience.

- 12 • Holistic Customer Profile - In current state, systems merely store basic
13 customer information - name, phone, address, premise and historical
14 usage, billing and payment information - preventing us from knowing
15 our customers beyond these basic attributes. Customer Connect will
16 store all of that same information and more. The new platform will
17 gather all of the relevant touchpoints that customers are having with
18 Duke Energy in real time - web visits, phone calls, power outages,
19 outbound communications, product and service participation, etc. - to
20 build out a holistic view of customers that can be leveraged to better
21 serve them and personalize their experiences.

- 22 • Integrated Analytics - This customer profile data is then leveraged by
23 the integrated analytics capabilities of the new platform to personalize

1 experiences and better serve customers through every channel. For
2 example, the new platform will predict the intent of customers when
3 they call Duke Energy, thereby improving their experience in the IVR
4 and routing them to the customer care representative best suited to
5 meet their needs. This same capability can be leveraged to prioritize
6 what information is conveyed to the customer and in the medium
7 preferred by the customer, whether it is via web, email or other
8 channels, to ensure it is timely, relevant and valuable to them. These
9 are just two examples of the multiple opportunities to leverage real-
10 time analytics to improve our customers' everyday experience with
11 Duke Energy.

- 12 • Multi-Company - In current state, customers exist as separate entities
13 across jurisdictions. When a customer moves from one jurisdiction to
14 another, all information about that customer is lost - account numbers,
15 communications preferences, payment and credit history, product and
16 service participation, etc. Customers do not understand why this
17 happens and are frustrated by the experience. In the future, these types
18 of account attributes remain at the customer level throughout their
19 experience with Duke Energy as they move between locations and
20 jurisdictions.

21 **Q. PLEASE DESCRIBE HOW THE COMPANY IS INCORPORATING**
22 **CUSTOMER NEEDS AND EXPECTATIONS AS IT RELATES TO THE**
23 **DESIGN AND IMPLEMENTATION OF CUSTOMER CONNECT.**

1 A. Based on the collective experiences with its current CIS, the Company knew
2 the selected platform would need to meet the following core needs: (1)
3 configurability; (2) adaptability; and (3) a customer-centric platform, not
4 simply a meter-to-cash replacement. As a result of the extensive procurement
5 process we conducted, the Company is confident the selected SAP platform
6 meets these core needs. For example, this platform has been implemented by
7 more than 760 utilities globally, including utilities that have already
8 implemented things such as renewable generation and advanced metering
9 infrastructure (AMI), and are using its full capabilities. By selecting the SAP
10 platform, the Company and its customers will get the benefit of the
11 technology as well as the ability to leverage best practices from these other
12 utilities to keep pace with the needs and expectations of our customers.
13 Further, because this platform is being used globally by utilities and retailers,
14 the SAP platform is constantly evolving and being updated to accommodate
15 the latest technologies and user interfaces to help ensure that customers
16 continue to derive benefits from the system.

17 The Company recently completed the Plan and Initiate (i.e., Analysis
18 and Design) phase for the Customer Connect platform. As such, the Company
19 has leveraged industry research to generally understand customer expectations
20 and will leverage these insights as input to our functional and technical
21 design. Industry research confirms that customer expectations are changing;
22 they are more fluid and consumers benchmark us against other customer
23 service companies such as Amazon and FedEx, where there is transparency

1 and awareness in their processes. For example, customers have come to
2 expect the capability to track our packages and see, at any given moment,
3 where the package is and when it is projected to be at their home. DE
4 Carolinas understands its customers have come to expect the same thing from
5 all service providers, including their utility, and is confident the SAP platform
6 gives the Company the technology it needs to meet this expectation. To that
7 end, during the Design phase, the Company will take an opportunity to
8 redesign outdated business processes that have been in place for more than 20
9 years. For example, the Company's current CIS requires Customer Care
10 specialists to obtain information such as directions to a customer's home and
11 the location of the meter when completing a request to start or stop service.
12 With the deployment of AMI meters, as well as common technologies, like
13 GPS, obtaining this information is no longer necessary. Although this
14 information is no longer needed for service orders, the Company's system and
15 internal processes have not evolved to allow for these efficiencies. The
16 Company firmly believes this platform provides an opportunity to further
17 shape its future for the benefit of customers.

18 Finally, the Company has and will continue to survey customers to
19 understand the value they are receiving from the new platform. For example,
20 the Company has performed consumer testing to gather customer feedback on
21 the design of the Company's new bill format.

1 **Q. WILL THE NEW SYSTEM ALLOW FOR MORE FLEXIBLE RATE**
2 **DESIGN AND OTHER RATE OFFERINGS?**

3 A. Yes. As mentioned above, DE Carolinas' system requires significant coding
4 to implement new rates and pricing. The system changes tend to be complex,
5 expensive and time-consuming. Indeed, the system is so burdensome that the
6 Company has consulted with outside vendors to manage billing for new rate
7 structures. New modern CISs are more configurable, reducing the amount of
8 time to test and implement pricing changes and offerings. As referenced in
9 Witness Pirro's testimony, the deployment of Customer Connect combined
10 with the nearly complete installation of AMI meters across the Company's
11 service territory will unlock the tools required to bill innovative rate designs
12 using interval level data to customers.

13 **Q. HOW LONG WILL IT TAKE TO FULLY IMPLEMENT THE SYSTEM**
14 **FOR DE CAROLINAS?**

15 A. The Customer Connect Program began the Plan and Initiate phases (Analysis
16 and Design) in January 2018, and is planned to be placed in service for DE
17 Carolinas in 2022.

18 **Q. WILL THERE BE ANY BENEFICIAL IMPROVEMENTS FOR**
19 **CUSTOMERS PRIOR TO FULL DEPLOYMENT FOR DE**
20 **CAROLINAS?**

21 A. Yes. The Company began deploying new capabilities this year and will
22 continue every year leading up to full deployment in 2022. With this phased
23 deployment approach, the Company will have system functionalities in-

1 service and beneficial to customers at tiered stages throughout the
2 implementation of the complete system.

3 **Q. PLEASE ELABORATE.**

4 A. In June 2018, Customer Connect deployed its first release, which was
5 foundational to the Program. The Company delivered value early by
6 providing a toolset to begin to know customers better; advanced the overall
7 journey by proving out the solution capability and the team's ability to
8 deliver; and accelerated the foundation for the advanced data conversion
9 capability. This release is foundational to building a holistic customer profile,
10 gathering all relevant touchpoints that customers are having with Duke Energy
11 in real time, such as web visits, phone calls, power outages, outbound
12 communications, and product and service participation. The Company also
13 gained the ability to execute automated marketing campaigns and more
14 targeted communication campaigns to better serve customers and personalize
15 their experience.

16 The platform will be leveraged to provide real-time insights to enhance
17 the customer experience. One example of this is how the Company can
18 leverage these insights to enhance operations during significant storm events.
19 With this new platform, data can be visualized in new ways to uncover
20 insights into experiences customers are having across the Company's phone,
21 web and social media channels. The Company can also leverage the
22 automated, targeted marketing capabilities to increase effectiveness of

1 communication campaigns during major storm events and for other
2 operational needs.

3 In late 2018, the Company will continue to build on automated
4 marketing and more personalized communication capabilities to include
5 automated email, social media and text communication campaigns and
6 improved speed and effectiveness of campaigns.

7 In 2019, the Company will build on the holistic customer profile,
8 improving its ability to communicate with customers and begin to engage with
9 them in new ways. Examples of new and/or improved capabilities that
10 customers will experience with this release include the following:

11 • Streamlined Customer Service Experience -

12 Leveraging insights from the holistic customer profile, the Company
13 will be able to use the new platform to predict the intent of customers
14 when they call improving their experience with Duke Energy.

15 In addition, the interaction tracking data, as referenced above, will be
16 made available to customer care specialists, who will leverage it for
17 context into why a customer may be calling and to have a more
18 informed and productive conversation with the customer.

19 • More Timely, Relevant and Valuable Communications -

20 The customer data will also be leveraged to prioritize the types of
21 information the customer prefers to receive and the methods of
22 communication by which they wish to receive the information,

1 including via web, email and other channels to ensure it is timely,
2 relevant and valuable to them.

3 • Improved Communication Campaigns -

4 The Company will create improved communication campaigns to
5 proactively provide important information about its customers' service.
6 Examples could include information about power outages, planned
7 outages and vegetation management (i.e., tree trimming).

8 Additionally, in 2019, the Company had planned to implement core
9 components of the complete meter-to-cash solution for a subset of customers,
10 which would have also included the ability to offer new or existing products
11 on a prepaid basis. However, after completing the detailed Plan and Initiate
12 phases, the Company learned that complexities associated with interfacing
13 systems were greater than originally planned, and this was work necessary to
14 implement these early core components. Implementing these core
15 components early would have added significant risk to the Customer Connect
16 Program and therefore no longer met key objectives of the Program, to de-risk
17 the Program, deliver value along the journey, and advance the final solution.
18 As a result, the decision was made to shift these capabilities to align with the
19 core meter-to-cash solution deployment in 2022.

20 In early 2020, the Company will introduce a universal bill format to
21 help customers more easily view and understand their bill and energy usage.
22 Positioning this release prior to deployment not only delivers benefits to
23 customers sooner, but also allows the Company to more efficiently respond to

1 increased call volume that will likely result as customers become more
2 familiar with the new bill format.

3 In 2021, the Company will begin deploying the final components of
4 the meter-to-cash solution. In addition to all meter-to-cash processes, the
5 Company will begin providing customers with additional self-service
6 capabilities and portals, new rate offerings and advanced billing options.

7 **Q. WHAT WILL BE DUKE ENERGY CAROLINAS' ESTIMATED COST**
8 **FOR THE CIS IMPROVEMENTS?**

9 A. The estimated cost for DE Carolinas is \$285 - \$295 million, with
10 approximately 50 percent reflecting the capital investment. Specifically for
11 South Carolina, the costs will be between \$65 - 70 million as shown on
12 Hunsicker Exhibit 1. The Company has executed fixed price contracts for the
13 primary software (SAP), systems integration (Accenture) and change
14 management professional services (Ernst and Young), following an extensive
15 request for proposal process conducted in 2016.

16 **Q. HOW WERE THE FORECASTED EXPENSES DERIVED?**

17 A. The best and final offers from the RFP process were used as the foundation
18 for the forecast, which include the cost of the executed contracts as well as the
19 amount of internal labor the Company is required to provide to complete the
20 scope of the contracts. Specific costs to cover activities beyond the scope of
21 the contracts but within the scope of the program, such as the effort to modify
22 more than 100 interfacing systems, were added, leveraging established
23 program estimating techniques and assumptions. These forecasted expenses

1 were derived by members of the program team, each with extensive
2 experience estimating and managing large-scale technology development
3 programs similar to Customer Connect. The average O&M expense
4 forecasted over the 2019-2020 period and attributable to DE Carolinas SC,
5 which served as the basis for the incremental revenue requirement in this case,
6 is approximately \$4.7 million. That amount includes these components:

- 7 • Costs directly correlated with the fixed fee contracts, totaling
8 approximately \$ 1.0 million.
- 9 • As described above, the fixed fee contracts contain provisions
10 requiring the Company to provide specific levels of labor to support
11 execution of the work. Costs for the incremental labor required to
12 support the scope of the fixed fee contracts total approximately \$0.3
13 million.
- 14 • Costs to develop each interface is within the scope of the fixed fee
15 contract; however, the cost for any modifications required of the
16 interfacing system is not within the scope of the fixed fee contract and
17 represents a critical component of the overall program scope. Costs
18 for the incremental labor required to modify the systems that the new
19 Customer Connect solution will interface with total approximately
20 \$0.1 million.
- 21 • Costs for effective oversight, governance and quality management for
22 the program, totaling approximately \$0.3 million.

- 1 • Costs for key leadership positions for the program, totaling
2 approximately \$0.2million. These positions are filled and their costs
3 are known.
- 4 • Costs for cleanup of existing data in preparation for conversion into
5 the new platform that were estimated following extensive
6 benchmarking that occurred with other utilities that had recently
7 completed a similar project. These costs cover the activities associated
8 with mitigating data conversion risks and total approximately \$0.2
9 million.
- 10 • Costs to ensure service to customers is not adversely impacted during
11 the deployment of the new platform. These include items such as the
12 cost to deliver training to end users of the new platform, incremental
13 staffing required to maintain adequate customer service levels, and the
14 stabilization period immediately following deployment. These costs
15 total approximately \$0.2 million.
- 16 • Costs to cover inflation and contingency that were forecasted using
17 formal, established methods and were scrutinized and deemed
18 appropriate by an independent estimate review committee
19 commissioned by the Company's project management center of
20 excellence. These costs total approximately \$1.8 million.

1 **Q. WHAT AMOUNT OF THAT COST IS DE CAROLINAS PROPOSING**
2 **IN THIS CASE?**

3 A. Due to the nature of the project costs, a significant amount of the spending
4 between the Test Year and the in-service date will be operating and
5 maintenance (“O&M”) expenses. Accordingly, in her testimony, Witness
6 Smith describes a pro-forma adjustment that increases the test year O&M
7 expenses associated with the project from \$0.7 million to \$4.7 million. This
8 increased amount is the average expected annual O&M associated with the
9 project over the next two years, from 2019 through 2020. Witness Smith also
10 seeks to amortize the deferred balance of O&M expenses incurred by the
11 Company since January 1, 2018, approved by the Commission in Order No.
12 2018-552.¹

13 **Q. DOES THIS CONCLUDE YOUR PRE-FILED DIRECT TESTIMONY?**

14 A. Yes.

¹ *Petition of Duke Energy Carolinas, LLC for an Accounting Order to Defer Certain Capital and Operating Expenses*, Docket No. 2018-207-E (August 7, 2018).

Customer Connect 2016 - 2018- 2023 Forecast

HUNSICKER EXHIBIT 1
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(\$'s in thousands)

Category	Total	2016 Cap	2016 O&M	2017 Cap	2017 O&M	2018 Cap	2018 O&M	2019 Cap	2019 O&M	2020 Cap	2020 O&M	2021 Cap	2021 O&M	2022 Cap	2022 O&M	2023 Cap	2023 O&M	2019 - 2020 Avg O&M
Labor	\$38,565	\$0	\$1,341	\$0	\$640	\$2,626	\$3,701	\$8,494	\$3,619	\$6,455	\$3,002	\$1,473	\$2,299	\$1,212	\$2,501	\$33	\$1,169	\$3,310
Software Purchase	\$4,619	\$15	\$0	\$0	\$0	\$982	\$49	\$1,372	\$10	\$1,441	\$206	\$540	\$0	\$0	\$0	\$5	\$0	\$108
Hardware Purchase	\$956	\$0	\$0	\$0	\$0	\$739	\$0	\$162	\$0	\$55	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Software Maintenance	\$5,331	\$0	\$0	\$0	\$0	\$51	\$100	\$206	\$477	\$245	\$772	\$65	\$1,091	\$51	\$1,260	\$0	\$1,014	\$624
Hardware Maintenance	\$1,366	\$0	\$0	\$0	\$0	\$0	\$26	\$0	\$272	\$0	\$275	\$0	\$281	\$0	\$289	\$0	\$224	\$273
Other	\$1,499	\$0	\$0	\$0	\$0	\$45	\$74	\$101	\$48	\$88	\$218	\$59	\$402	\$49	\$327	\$8	\$82	\$133
Deploy Labor	\$3,816	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,104	\$1,712	\$0	\$0	\$0	\$0	\$0
Deploy Other	\$451	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$451	\$0	\$0	\$0	\$0	\$0
Operational Cost	\$6,152	\$0	\$0	\$0	\$0	\$0	\$47	\$0	\$205	\$0	\$227	\$0	\$2,635	\$0	\$2,733	\$0	\$304	\$216
Total DEC SC	\$62,755	\$15	\$1,341	\$0	\$640	\$4,443	\$3,997	\$10,334	\$4,630	\$8,285	\$4,699	\$4,241	\$8,871	\$1,311	\$7,110	\$45	\$2,793	\$4,665

2016 and 2017 reflect actual charges

Note: Includes contingency